

Einblau & Associates
BUILDING VALUE WITH PEOPLE

AN ILLUSTRATED GUIDE TO LEADING AND MANAGING DURING COVID-19

www.einblau.com



The outbreak of a new coronavirus, later named COVID-19, was declared by the World Health Organization as a Public Health Emergency of International Concern on January 30, 2020. The global pandemic has affected us all to varying degrees. To say the least, the rapid change to the context in which organizations exist, left managers and their teams with a set of unprecedented challenges.

Early in Canada's response to the pandemic, Einblau & Associates took the lead and created a forum for leaders to come together to learn from experts and to pool their own knowledge about what was working and not working as organizations quickly reacted to ensure the safety of employees and then began responding thoughtfully to the new realities.

From March - May 2020, Einblau & Associates held these 6 discussions, which were visually recorded by Lisa Arora (www.getthepicture.ca). The pages that follow are snapshots of those discussions with participants from across Canada. I hope this illustrated guide brings useful guidance to you as your organization navigates recovery from the pandemic.

Rachelle Lee, President
Einblau & Associates

Subscribe at www.einblau.com to receive invitations to upcoming events.

To make your next meeting visual, contact Get The Picture - www.getthepicture.ca

Communications in a COVID-19 Crisis

Jason Mercier, Novagold

Managing Remotely

Dawn O'Connor, Facilitator and Master Productivity Ninja

Supporting Staff Mental Health & Well-Being

Aaron Telnes, Registered Psychologist at Calgary Career Counselling

Back to the Future: Preparing your Team & Workplace for the Realities of Covid-19

Mary Beth Gibbons, RN

Facing Grief & Loss Together: How Managers Can Create a Supportive Workplace

Laura Jones, Grief Recovery Method Specialist

The New Realities of Management and Leadership

Participant Discussion

www.einblau.com

MARCH 26, 2020

... Critical Topic Discussion #1 ...

Communications in a CRISIS



Presenter

JASON MERCIER
— NOVAGOLD —

Presentation

Breakouts

Report Out

COMMUNICATE INTERNALLY BEFORE EXTERNALLY

! **HEALTH**

! **EMPLOYMENT**

! **WORK RELATIONSHIPS & PLANS ROUTINES?**

! **SECURITY OF ORGANIZATION**

KEY MESSAGES

KEEP IT FACT BASED

- DON'T MAKE PROMISES ABOUT UNKNOWN

MEET OFTEN

- REGULARLY
- RANDOMLY

IN SMALL GROUPS

PHONE

VIDEO CHAT

Check in with EMPATHY first before business

ENSURE EYE CONTACT

BE AWARE OF BODY LANGUAGE

CONSIDER THE LENGTH OF THE CALL

WE ARE PROUD OF YOUR TEAMWORK

WE WILL COME OUT OF THIS

Offer Reassurance

HOW ARE YOU REALLY?

WE'RE ALL DEALING WITH SIMILAR ISSUES

Set an example! Address vs. Avoid

BE OPEN TO CHANGING YOUR PERSPECTIVE ON EVERYTHING!

FORCED DIGITAL TRANSFORMATION

Recognize

Address vs. Avoid

CONFLICT

PAY ATTENTION TO DATA SECURITY WITH WORK at HOME

WE CAN SHARE STRATEGIES and IDEAS

CONSIDER POLICY CHANGES

TECH • SAFETY • HEALTH

COMPARTMENTALIZE ROUTINES

TAKE-TIME TO TURN OFF YOUR PHONE

Invest! RELATIONSHIPS are IMPORTANT!

* APPRECIATE STRONG RELATIONSHIPS

* BUILD WEAKER RELATIONSHIPS UP

MANAGING REMOTELY



It's PEOPLE FIRST!

Virtual Meetings

COVID brought DISRUPTION
...which is an opportunity to figure out new ways
of managing teams



1:1 MEETINGS
• SHORT
• FREQUENT

HAVE A PLAN FOR EACH PERSON
• STRENGTHS
• CIRCUMSTANCES
• NEEDS

GROUP MEETINGS

HAVE A CLEAR PURPOSE
• AGENDA
• UPDATES ONLY



BE PATIENT WITH INTROVERTS
• 7 SECONDS
They need more time to respond



BEWARE OF TECHNOLOGY FATIGUE!!!
Look up at the horizon and rest your eyes

BRING HUMOUR
• Moustaches
• Crazy kid photos

...LAYOFFS...



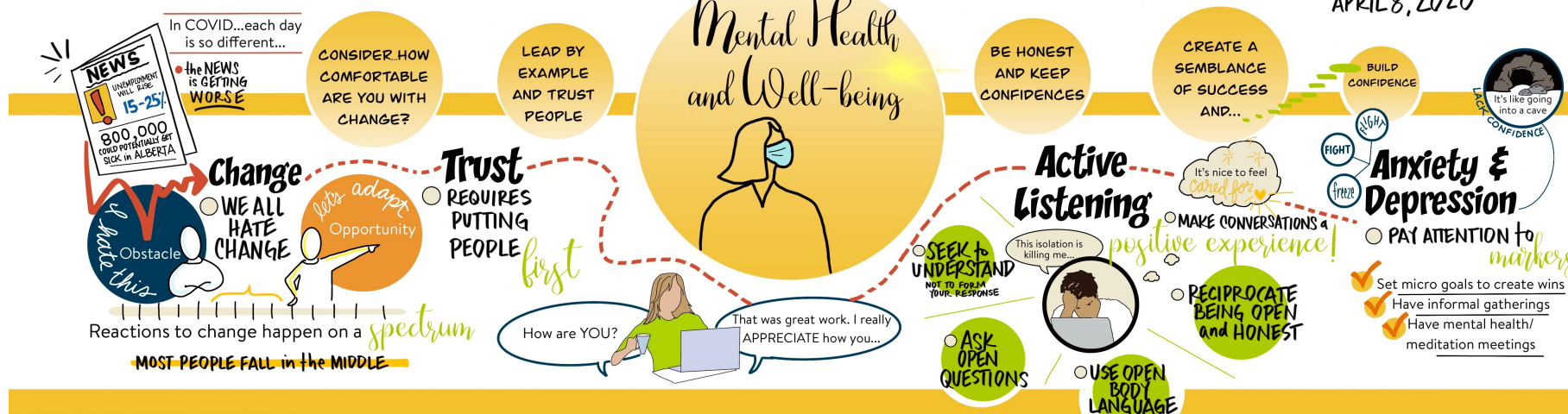
Lessons Learned Recently

- **STAY IN TOUCH WITH EVERYONE AND DISTRIBUTE YOUR TIME FAIRLY**
It's easy to stay in touch with the more vocal ones
Be purposeful when you communicate
Phone calls can be more intimate
- **PRODUCTIVITY IS DRIVEN BY CLARITY OF TASK**
- **LIMIT COVID NEWS WHILE WORKING**
- **LET CLIENTS KNOW THEY ARE STILL A PART OF THE PROCESS**
Our clients are struggling to work remotely too
- **BUSINESS HOURS ARE BEING RE-SET**
Create flexible, non-judgmental schedules
- **CREATE A RITUAL TO DECOMPRESS AFTER WORK**
We no longer have the car ride home!
- **FIND WAYS TO KEEP IT LIGHT AND HAVE FUN**
Connect socially once a week



SUPPORTING STAFF

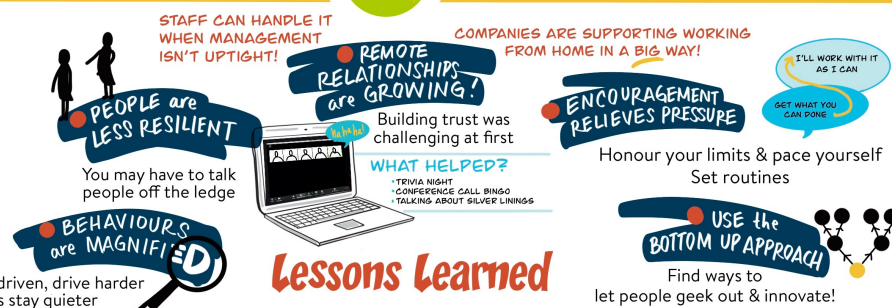
APRIL 8, 2020

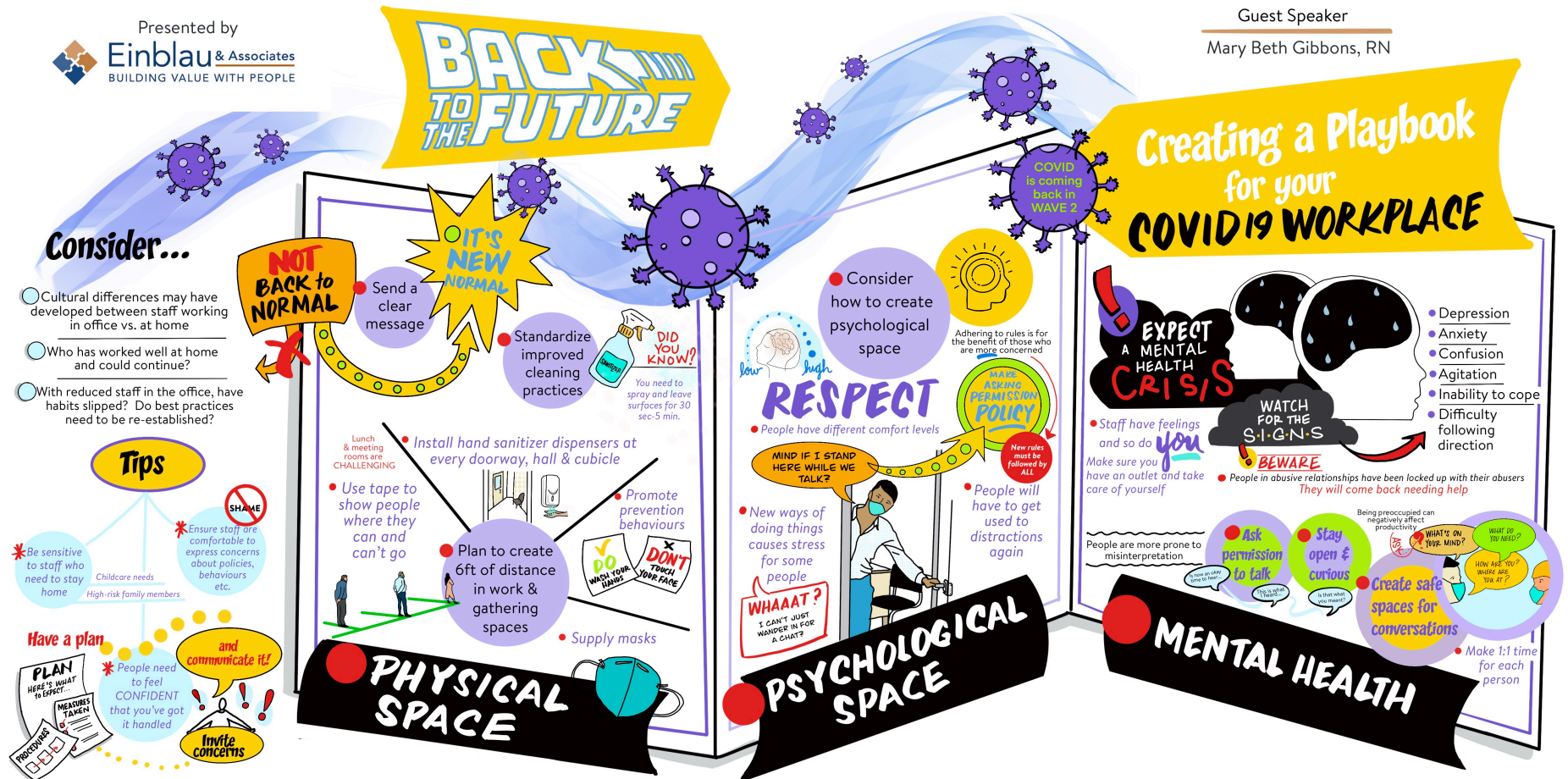


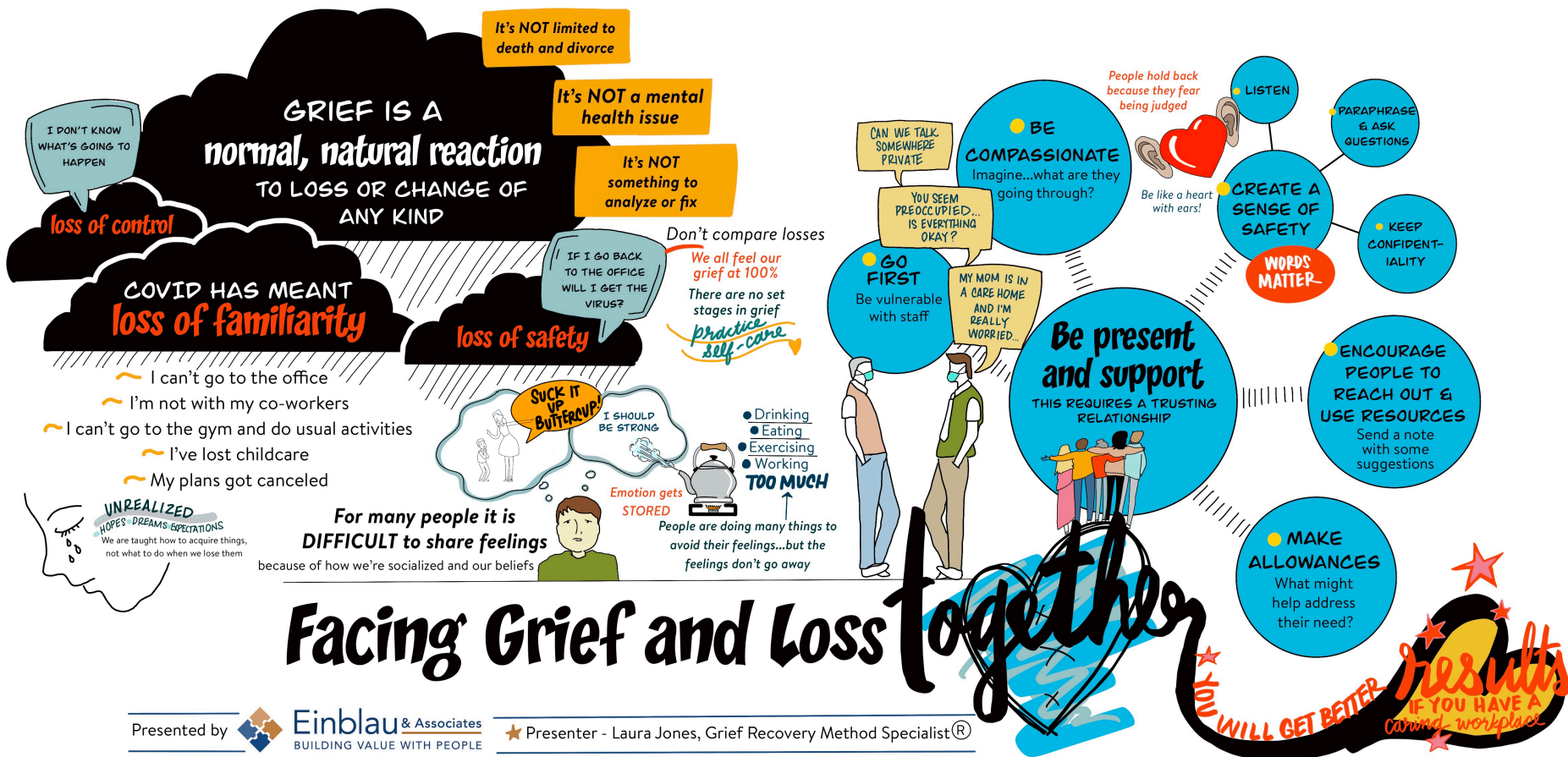
- How is your staff?**
- Fight/flight response is evident
 - Less team communication
 - Big adjustment
 - Cabin fever
 - As stress builds, empathy lessens
 - It's a struggle dividing home from work
 - Partner job losses
 - Enjoying quieter times

- Resources for Staff**
- Benefits are still available
 - Insurers are adding free services
 - Virtual psychologists
 - Days off
 - Varying workloads to build trust (banking hours)
 - Funny posts
- SOME COMPANIES ARE SPENDING EXTRA ON HEALTH & WELLNESS

Those who are driven, drive harder
Introverts stay quieter







... 3 MONTHS INTO COVID-19 ...

The *new* Realities of Management & Leadership



HOW ARE YOU ALIGNING STAFF TO WORK ON COLLABORATIVE OUTCOMES WHEN EVERYONE IS WORKING DIFFERENT HOURS?

For some collaboration has been a struggle...

FOR MOST IT HASN'T BEEN A BIG ISSUE

- SAME HOURS
- SAME WORK
- SAME DELIVERABLES



TEAMS ARE ADAPTING QUITE WELL!

- Less Opportunity For
- Brainstorming
 - Coaching
 - Overhearing conversations



WHAT DIFFERENCES DO YOU SEE IN PRODUCTIVITY?

FOCUS

BUT... PEOPLE MISS SPONTANEOUS INTERACTION



PRODUCTIVITY IS SIMILAR OR BETTER!
Fewer interruptions helps!

HAVING MORE SCHEDULED MEETINGS IS LINKING US NATIONALLY, NOT JUST REGIONALLY

PEOPLE CAN BE TRUSTED!

Sick leave is down
Challenging to get people to take vacation

YOU HAVE TO PREVENT PEOPLE FROM WORKING TOO MUCH!

- There's potential budget impacts
- Bans on over time

ATTENDANCE
SICK DAYS
NON-MEDICAL & MEDICAL REASONS FOR ABSENCE

NEW ISSUES HAVE ARISEN AROUND STAFF ACCOUNTABILITY IN COVID-19



WHAT'S WORKING IN ABSENCE OF PROVEN POLICIES?

GO... TAKE A FEW DAYS!!

Look after your physical & mental health!



STAFF MORALE...
WHAT'S WORKING
WHAT'S NOT?

- Executive open door
- Zoom free Friday's
- Alternating Fridays as a rest day
- Weekly check-ins
- Bi-weekly broad messaging
- Bi-weekly town halls
- Informal 1:1 conversations
- Daily manager check ins
- A red-yellow-green system to check how people are feeling

Staying Connected

- * Coffees
- * Socials
- * Photo competitions

WE TOLD PEOPLE...
"Don't return if you have a spouse in medical profession, are caring for kids, are immune deficient etc."

SURVEYS ARE USEFUL

Now we expect people to return in 4 waves

CONFIDENCE

- We did a survey
- We shared all the things we've done to prepare the office
- We did another survey



Remember...

ANXIETY & FEAR ARE NOT A STATEMENT OF CHARACTER OR COMMITMENT

PEOPLE ARE TAKING ON A GREATER LOAD BASED ON CIRCUMSTANCES (NO CHILDREN TO CARE FOR)
Distribute it fairly!



IF SOMEONE HAS COVID OR HAS BEEN IN CONTACT WITH SOMEONE WHO DOES...INFORM THE WORKPLACE WITH NEED TO KNOW FACTS ONLY

Don't ostracize!
NO NAMES/DEPTS
Respond & adjust

INFORM STAFF ABOUT THE UNIVERSAL HAND SIGN PEOPLE CAN USE ON VIDEO CALLS WHEN THEY ARE IN A THREATENING SITUATION

